

ORDER

DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
NEW ENGLAND REGION

NE 3400.3

10/7/83

SUBJ: INDIVIDUAL DEVELOPMENT PLANNING

1. PURPOSE. This order provides guidance to managers/supervisors and employees who are interested in establishing a structured program of career development through Individual Development Plans (IDPs).
2. REFERENCE. FAA Order 3410.4A, FAA Career System Handbook, FAA Order 3410.1, Career Planning Program.
3. DISTRIBUTION. This order is distributed to all employees in the New England Region.
4. DEFINITION. An IDP is a periodically prepared schedule of developmental experiences for an employee including both work assignments, formal training, and self-development activities based on identified goals and objectives of both the individual employee and the organization.
5. RESPONSIBILITIES. The initiation and establishment of an IDP is an entirely voluntary action on the part of the employee. Some advantages to the employee in establishing an IDP are outlined below. Managers and supervisors are expected to encourage and assist interested employees in establishing these plans.
6. MANAGERIAL/SUPERVISORY ADVANTAGES.
 - a. Managers/supervisors will gain an awareness of the employee's goals and objectives and will be able to more effectively assess and plan for human resource development in terms of both individual career goals and agency needs and projections.
 - b. Greater development of the existing work force will allow greater flexibility in the assignment of duties and will also create a human resource pool to call upon as future human resource needs emerge.
 - c. Improvement of employee morale and motivation as well as performance and/or productivity often results from mastering new challenges and gaining a sense of professional growth.
 - d. A structured individual development plan represents performance of managers'/supervisors' inherent responsibility to provide career counseling and training to subordinates.

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7. EMPLOYEE ADVANTAGES.

a. A path for future growth and development is outlined by each employee interested in improving job related skills or developing new career skills.

b. Developmental activities provide employees with a continual challenge which keeps interest and morale at a peak and also provides each employee with developmental opportunities limited only by his/her potential to master these challenges.

c. Training to provide the knowledges, skills, and abilities (KSAs) which enhance promotability or career mobility are provided to the existing staff as available.

d. Existing or anticipated human resource needs for the organization are communicated to the staff so that they may identify realistic, attainable career development goals.

e. Human resource planning for the future is accomplished with an awareness of the human consideration such as employee career development goals and abilities.

f. An IDP can serve as part of a justification in requesting funds for training of a job related or career development related nature.

8. STRUCTURING INDIVIDUAL DEVELOPMENT PLANS. In any career planning exercise, the employee and manager/supervisor should jointly identify realistic and attainable goals and then identify steps necessary to achieve those goals. A structured individual development plan is an integral and essential part of any career development program. The following steps are the generally agreed upon process in structuring an individual development plan.

a. Career counseling dialogue should take place between the employee and manager/supervisor with the intent of identifying realistic and attainable goals. An employee should prepare a tentative draft of an IDP prior to the meeting (Appendix 1). The supervisor should communicate the current and future needs of the organization and the employee should communicate his/her interests, job-related goals and objectives, and other career goals. Considering agency needs and plans for future changes and employee aspirations, aptitudes, and interests, jointly agreed upon goals should be established.

b. The employee, with management/supervisory assistance, should consider what additional knowledges, skills, and abilities he/she will need to meet goals established and what developmental activities may be used to accomplish these objectives. Since formal training is only one way to develop, full use should be made of all the other developmental techniques available (e.g., on the job training (OJT), expanded work assignments, task force participation, details, or rotational assignments, independent study, professional groups, volunteer work, etc.).

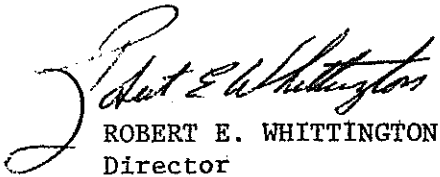
c. Adjustments should be made to draft IDPs for specific goals and objectives agreed upon and, where possible, designation of specific assignments, responsibilities, and target dates should be made. This will provide a sense of motivation to all parties involved and will help avoid undue delays in reaching goals.

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d. A periodic schedule to meet should be set to discuss accomplishments to date, any problems encountered, supplemental activities which would be helpful, and any delays in meeting the established dates. Do not hesitate to modify the plan at these periodic discussions if developmental circumstances and other changes suggest or require revision of IDPs.

9. ASSISTANCE AVAILABLE. The Program Development, Evaluation, and Training Branch, ANE-17, will be available to provide the necessary technical advice, assistance, and guidance to managers/supervisors and employees who wish to implement such a program.



ROBERT E. WHITTINGTON
Director

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INSTRUCTIONS FOR PREPARING INDIVIDUAL DEVELOPMENT PLANS

1. Enter full name.
2. Enter title of position, occupational series and grade.
3. Enter name of agency, major sub-unit, and other sub-units as appropriate.
- 4-6. Enter career goal(s); specify position titles and grades if appropriate; short run (about one year) and long run (about five years).
- 6-9. Enter specific developmental objectives to accomplish goals which are to be met by one or a combination of experience or activities. If applicable or appropriate, include scheduled dates during which (or by which) developmental activities should occur.

Developmental Objectives: Specific knowledges, skills, and abilities (KSA's) needed to reach career goals.

Developmental Assignment: All the kinds of training other than formal training courses, and all the kinds of assignments that will help develop needed KSA's: (OJT, details and rotational assignments, special projects, task force assignments, self-study, etc.)

Formal Training Courses:

Other Activities:

10. Check the block indicating the broad purpose of the developmental activities listed above.
11. Check this block if no developmental objectives is specified in item 7 above.
12. Use this space for miscellaneous information; and additional sheets if needed.
- 13-16. Self explanatory.

NOTE: Copies of the completed and signed IDP should be retained by both the employee and the immediate supervisor/manager, in accordance with Order 1350.22A, 446(a).

REFERENCE: FAA Order 3410.4A, FAA Career System Handbook; Order 3410.1, Career Planning Program; 5 USC 4103

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INDIVIDUAL DEVELOPMENT PLANFORMAT

1. Employee:	2. Current Position and Grade	3. Organization
Career Goals or Target Positions (Include Positions and Grades)		
4. <u>Short Run</u>	5. <u>Long Run</u>	
6. Developmental Objectives	7. Developmental Assignments* (Cite Best Info. Available)	8. Formal Training* (Cite Best Info. Avail.)
		9. Other Activities*
10. Developmental experience needed for:		
a. () Overall career (individual career development planning) b. () More effective performance in present position c. () Future change goals/objectives 11. () No further career development desired/needed at present time		
12. Remarks		
13. Employee Signature	14. Date	15. Supervisor Signature
		16. Date

*Include scheduled date(s), where possible

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Appendix 1